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## Organizational Trust, Willingness to Share, Membership Involvement and Knowledge Obtaining (Study on Health Industrial Cluster: PERSI, GP FARMASI, And GAKESLAB Association in East Java)

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### Abstract

The purposes of this study are to measure and to analyze the influence of organizational trust on group towards knowledge obtaining, willingness to share on group towards knowledge obtaining, membership involvement on group towards knowledge obtaining; membership involvement on group towards knowledge obtaining through organizational trust; willingness to share on group towards knowledge obtaining through organizational trust; membership involvement on group towards knowledge obtaining through willingness to share in East Java Health Industry Cluster.

Research objects are hospitals, pharmacy manufactures, and health and laboratory device manufactures, those are members of PERSI/GAKESLAB/GP FARMASI in East Java. Data are primary data type. Population numbers are 188 hospitals, 127 pharmacy manufactures, and 93 health and laboratory device manufactures. Sampling technique applied is multi stage random sampling. Returned and valid numbers of questioner are 133 respondents, spreading in the whole area of East Java. All are analyzed by using SEM (Structural Equation Modelling).

Study findings show that organizational trust on group has showed no significant influence towards knowledge obtaining, either in all groups, or specifically in hospital group and pharmacy manufacture group, willingness to share on group has no significant influence towards knowledge obtaining, membership involvement has no significant influence towards knowledge obtaining, mainly on pharmacy manufacture group. Membership involvement on group has showed significant influence towards knowledge obtaining, if it is through organizational trust, willingness to share on group has significant influence towards knowledge obtaining, if it is through organizational trust, and membership involvement on group has significant influence towards knowledge obtaining, if it is through willingness to share. Those mean that indirect influences of organizational trust, willingness to share, and membership involvement on group will be larger towards knowledge obtaining if it is through mediating variable.

**Keywords:** Organizational Trust, Willingness to Share, Membership Involvement, Knowledge Obtaining, Industry Cluster

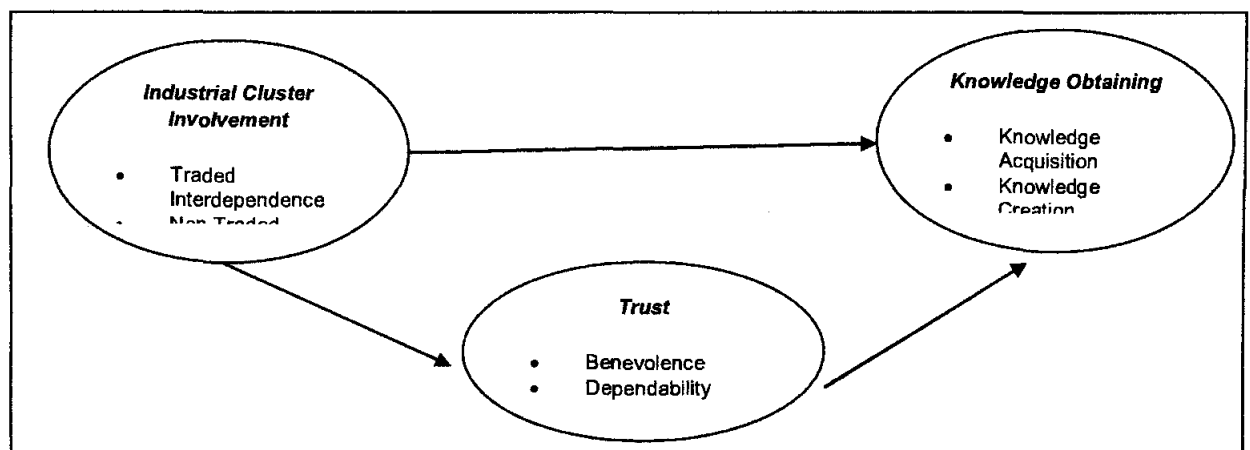
## 1. Introduction

Grant (1991), the focus of most companies is to create competitive advantage for producing a good performance, as proposed by Porter (1993) on the theory of competitive strategy that creates competitive advantage through generic strategy, ie emphasis on low cost advantage, differentiation, and focus. However, the strategy proposed by Porter, according to Mahoney (1995) and Mosakowski (1998) is a short-term strategy (short-life) and static. Further according to Hariadi (2003), the creation of competitive advantage for the company is due to the cooperation.

Many countries have promoted the formation of industrial clusters in which the company can develop the competencies and competitive advantages for the world's best competitors with resource sharing, innovative capabilities, and knowledge. Researcher has recognized the value of clusters in improving the company's competitive advantage and competitiveness of the region (Bresnahan et al., 2001) and has appointed the profits generated in the development, transfer and application of knowledge necessary to achieve competitive advantage today, in a rapidly changed environment. In addition to the acquisition of organizational knowledge, the existence of industry clusters is very important, because industrial clusters provide a unique environment for the participating firms to access knowledge resources collected from one company to another company (Saxenian, 1994).

In addition, a number of researchers (eg Krugman, 1991; Starkey and Barnatt, 1997; Tallman et al., 2004) also suggest that efforts to acquire knowledge effectively and continuously is the key to maintaining a competitive advantage for a company.

Research on industrial cluster is usually associated with the attachment because of their proximity in a geographic location, which may lead to the location-based comparative advantage (Dunning, 1988). In a further development, the existence of companies in an industry cluster can be defined as companies that join an association that is a relatively consistent set have a similar business, activities or processes that are similar to each other, where the companies are working together to knowledge acquisition activities and develop trust (Niu, 2009).



**Knowledge Obtaining and Trust (Niu, 2009)**

Budget and Expenditure Breakdown of East Java Province Fiscal Year 2011, stated that the budget for the health sector is included in the obligatory post, with the largest revenue plan, amounting to 41.22%, while the

planned expenditure was 12.32%. With the health area as the largest proportion, it seems that the government of East Java gives considerable attention to the health sector, in addition to the health sector are also included in the area of income scale priority. Related health as a regional priority revenue, the competition to meet this demand inside the health cluster is also higher. Therefore, this study will also be focused on the health industry cluster.

Those are included in the health industry cluster in this study are hospitals in East Java those are the members of PERSI (Indonesian Hospital Association), medical equipment and laboratory device manufactures, those are the members of GAKESLAB (Health and Laboratory Device Manufacture Association), as well as Pharmaceutical Companies with GP FARMASI (Indonesian Pharmaceutical Companies Association). All of the associations are East Java Chapter.

In Niu (2009) research on organizational trust towards knowledge sharing in industrial clusters, said that it is necessary to investigate further on the issue of technology, which allegedly can also facilitate the formation of trust between business partners because it currently has decrease in the need for face-to-face interaction. So Niu (2009) suggests, that membership involvement in the group, associated with the acquisition of knowledge through trust. Therefore, in this study will be added willingness to share variable, either through technology or face-to-face interaction from members.

In this research, the researcher want to reveal which of the variables affects knowledge obtaining in industrial clusters. And the practical implication of this research is an attempt to produce a new strategy, the cooperation strategy for knowledge obtaining that can be applied to the company.

From this background, the research problem is formulated: "How do the group process dynamics of the health industry cluster, those are organized in associations in East Java, will explain the relationship patterns between the variables of organizational trust, willingness to share, membership involvement with knowledge obtaining?", where the main problem described above can be formulated into 6 research problems as follows: (1) Is the increasing of organizational trust within the group can improve knowledge obtaining?, (2) Is the increasing of willingness to share in the group can improve knowledge obtaining?, (3) Is the increasing of membership involvement in the group can improve knowledge obtaining?, (4) Is the increasing of membership involvement in the group can improve knowledge obtaining through organizational trust?, (5) Is the increasing of willingness to share in the group can improve knowledge obtaining through organizational trust?, and (6) Is the increasing of membership involvement in the group can improve knowledge obtaining through willingness to share?

The study begins with an overview literatures of cooperation in the group, organizational trust, willingness to share, membership involvement, knowledge obtaining, and relationship between companies in the Industrial Cluster. It then generates specific hypotheses for empirical testing. Based on the analysis, the results and discussion of implications are presented for both researchers and practitioners.

## **2. Theoretical Background**

### **2.1 Cooperation in the Group**

Cooperation, interdependency, and exchange of information are in nature. Over the past decade, the study of organizational learning has increasingly encompassed research into learning through participation in inter-organizational networks (Winkelen, 2010). There is a growing strategic emphasis on alliances, partnerships and collaboration between organizations (Engestrom and Kerosuo, 2007). Collaboration in this sense is "a cooperative, inter-organizational relationship that relies on neither market nor hierarchical mechanisms of control but is instead negotiated in an ongoing communicative process" (Lawrence et al., 1999, p. 481), whereas an alliance is the creation of a governance mechanism to pursue collaborative interests between two or more independent firms (Park and Ungson, 2001). These governance mechanisms range from loose cooperative arrangements to formal contractual relationships.

Social Capital Theory (SCT) provides a way to understand the relationship between social capital indicators and team learning behavior. Social capital is created in the network group or team that refers to the trust due to the structure of social relations that can be mobilized to facilitate action (Adler and Kwon, 2002, p 17). Social capital can provide a range of benefits for members of the group, such as information, influence, and control. The development of social capital occurs in social networks related to the work of each member of the group, namely the relationship between the members of one another through the sharing of resources such as information, assistance, and guidance related to the completion of their work (Sparrowe et al., 2001). The content of the relationship between the members of the group contains elements of friendship, relationship development, and information exchange. According to Adler and Kwon (2002) network that arise due to the existence of a similarity refers to the socio-relational dimension of social capital, and higher levels of social

capital are likely to be related to the learning behavior of the team. In addition, a stronger network (eg in the case of some similarities in the network) can be expected to improve the team's collective ability to organize and execute courses of action (team success) and also contribute to the general belief about the ability of the team (the team's potential). Thus, social capital is formed of a network of team members are expected to be directly related to the benefits and potential of the team, as well as indirectly through its influence on team learning behavior.

Social Exchange Theory (SET) emphasizes rooting individual transactions in a larger system, which deals with economic and social interactions (Carson et al., 2006.). Granovetter (1992) discussed that it was an economic fact that the expected outcome is the result of reciprocal interactions in the structure of the overall network. Fundamental statement of SET is that the positive results of the exchange increased trust and commitment, which finally established norms governing the relationship (Hawkins et al., 2007; Lambe et al., 2001). Trust is a central concept in this theory because it contributes rooting among the members of the network by maintaining a commitment (Kingshott, 2006). Trust has been suggested to reduce the possibility of members taking advantage of the channel partners and deliberately ignores their rights, as this would result in the loss of long-term benefits, and the benefits in the form of cooperation and commitment embedded in relationships

## 2.2 Organizational Trust

Trust between organizations can mean a "relationship", "partnership", "alliance", "cooperation", "collaboration" and "coordination". Furthermore, Mulford and Rogers (1982) defines trust between the organization as "a process in which two or more organizations use existing rules to make decisions, or make new rules to jointly tackle common tasks, or it could be defined as a joint activity toward a common goal (Kay, 1995). While Rothaermel (2001) says that the trust between organizations is a technology-based strategic alliances. And, Payan (2007), who conducted an extensive review of the literature, found that although the terms of cooperation and coordination is often seen as synonymous, they carry different meanings. He suggested that while collaboration refers to the orientation of an organization to work with others, involving the coordination of activities with the occurs between an organization involving trust between partners

Trust has been identified as the main or important prerequisite to develop relationship inter organization, and facilitate knowledge exchange (Fukuyama, 1995). Trust is also social phenomenon that make collaboration inter organization (Nooteboom, 1996). In the world of uncertainty and complexity, trust is more precisely defined as mechanism to control collective organizational activities from traditional power hierarchy or direct monitoring (Sako, 1992). The more frequent cooperation and collaboration inter organization, it will need high level of trust between different organization. In terms of collaboration between organization, trust is surely believed to have several economic benefits extrinsic. Trust may function as alternative control mechanism in term of inter organizational relationship, which maybe function as substitution or at least as complement for price market and hierarchical authority (Bradach dan Eccles, 1989), primarily due to contractual or legal remedies are considered weak, as substitution for institutional trust. Furthermore, inter-organizational trust allows for together learning process, encouraging the exchange and disclosure of information and organizational knowledge, and reduce transactio costs (Sako, 1992). Once formed, trust stabilize exchange relationships, which, in turn, greatly increases the chances to enhance trust from time to time. In modern organizational forms, such as inter-firm networks (Miles and Snow, 1986), trust is deliberately considered as an important control mechanism and is often assumed to be inter-company factor to promote knowledge exchange (Nooteboom, 1996). At the macro level, the trust is a party that allows the organization to maintain a competitive advantage through co-evolution (Sako, 1992). Therefore, inter-firm collaboration can facilitate the organization to explore the sources, exchange resources, and knowledge sharing. Other researchers suggest that trust can be an important cause to facilitate knowledge sharing across organizational boundaries (Edmondson, 1999).

## 2.3 Willingness to Share

The individuals in a group are often willing to share information without getting reciprocal benefits soon. In fact, some of the attributes of humanity are often attached to the act of sharing information (Dunbar, 1996). Sharing occurs on a regular basis, even spontaneously, through formal and informal channels.

The members who have the willingness to share information, generally have the expertise and the 'knowledge' that is considered relevant to share with the other members, and in turn share the information will bring knowledge and changes as a result of learning, work, interact, and so on. Expertise and knowledge refers to the data and information that is synthesized in one's mind and may be applied in practice in real life (Rafaeli & Raban, 2005). Willingness to share expertise and information are also highly dependent on the system, which is based on psychological and social influences

The problem for sharing may stem from cognitive induction, instead of willingness to share (Dixon, 2000). However, according to Constant et al., people will be willing to share information even rewards obtained is not clear, it is because it covers the interests of the members themselves, resulting in a reciprocal relationship. This is what makes share information involves a willingness to share, in addition to the involvement in the group also demonstrated the power to increase the contribution to be more likely to share in the group (Constant et al., 1994, 1996).

Willingness to share should be manifested in the knowledge transfer that takes place in the organization, which should happen as both sides constituted by feelings of sincere and voluntary (Sangkala, 2007). Through technology the willingness to share knowledge is implemented through the medium of email, chat, video conferencing for a variety of knowledge related to the use of shared information system support, expert artificial intelligence (AI), or software providers (Tuomi (2002) in Sangkala, 2007). Whereas the willingness to share by face to face is through direct communication in meetings, in which each share explicit knowledge or tacit knowledge

## 2.4 Membership Involvement

According to social identity theory, the main reason why people get involved in the group is that they use the feedbacks received from these groups to create and maintain their identity, in other words, the group is used as a means to establish social identity. Tyler and Blader (2000) mention the merger itself and the group as a psychological involvement in the group. It has also been referred to as identification with the group. The involvement of the group, concerned that when people identify more strongly with a group, people will be more willing to act cooperatively in group, to invest time and energy in working to see the group succeed. Next, in forming involvement in the group, it considers the influence of the group for their status. If the group is able to create and maintain a positive identity, and status-related group, it will form involvement in the group. People will be more willing to engage in a group that has a positive identity implication for themselves, either because the relationship with the group to build a positive identity and because the association is required to maintain the viability of group that sustain the identity. The premise of the group involvement showed that the identification, pride, and respect is connected to the feelings of self-worth of the group members (Tyler & Blader, 2000; Tyler, Degeoy, & Smith, 1996).

Membership involvement in the cluster can be caused by reason of the traded and non traded interdependence, in which they both are actualized in the engagement in subcontracting, inter-company collaboration, widespread product imitation, development of major capability, technical competence of cluster members, joint social history, geographical proximity, social network, supportive institution and infrastructure, cultural background, government support (Niu, 2009).

## 2.5 Knowledge Obtaining

Knowledge is the organization intellectual capital and can be differentiated by the type of knowledge a person has. Views of its kind, there are two types of knowledge, namely explicit knowledge and tacit knowledge. Explicit knowledge is knowledge that can be expressed in words and numbers, distributed in the form of data, formulas, specifications, and manuals. While tacit knowledge is very personal nature, difficult formulated, so it is difficult to be communicated and disseminated to others.

In addition there is a view that assumes that all learning occurs in the human head, and an organization learns in only two ways: (1) the learning activities of its members, (2) By recruiting the new members who have knowledge that is not owned by organization, Simon (1991) in Funny.R. M.E, (2005). According to Moran & Goshal (1996) in Funny.R. ME, (2005), knowledge is created in two ways, namely: combination and exchange. In situation where the knowledge held by different parties, exchange is a prerequisite for knowledge combination. Intellectual capital is generally created through the knowledge combination from different parties. Therefore, this capital depends on the exchange between the parties involved. Sometimes this exchange involves the transfer of explicit knowledge, both individually and collectively owned.

In this study the concept of gaining knowledge (knowledge obtaining), includes two things, namely (1) knowledge sharing, which is to transfer and pass a piece of knowledge, and (2) knowledge capturing, which is to receive a piece of knowledge. Two fundamental decisions and actions necessary to begin the process of acquiring knowledge: (1) to transfer and pass a piece of knowledge, and (2) to receive a portion of knowledge. The process of transferring and pass knowledge between organizations devoted to those aspects related to benchmarking, communication with partners, cooperative relationship with suppliers, customer feedback, in-house experimentation, systematic process of knowledge transformation, internal knowledge generation, and R & D (Niu, 2009)



## 2.6 Relationships between Companies in the Industrial Cluster

Dyer and Singh (1998) argue that the exchange of knowledge resources provide value to its partners in the relationship between the companies. Sharing knowledge produces integrated learning, while the complementary resource, creates integrated creation of products, technologies, new services. The opinions expressed above illustrate the benefits or advantages of the cooperative relationship that provides benefits for both parties, but not all partners have the same capacity or identical, in learning and assimilate owned and acquired knowledge. The difference in output or results due to differences in the ability of the company to acquire, assimilate, transform and exploit what had been acquired (in Andrawira, Luciana, 2009).

The number of learning in partnership relies on collaboration strategies of each company. For example, partners can make their knowledge widely accessible by the other party because of the high transparency. But at the same time, they can show the acceptance rate is high or low on the knowledge of the other partners. In other words, just as the negotiation process, the partners can collaborate (share and learn), compromising, accommodating, avoiding, or else (no sharing). The amount of learning in a partnership that lasts depends on two strategies adopted by each partner (Larsson et al., 1998, in Andrawira, Luciana, 2009).

Saud (2007) says that the birth of an association organization regardless of the type of the work field / specific business, since the association organization is basically and typically can be formed on the initiative of the bearer of the work field / business. Saud argued further, that one of the formation causes of the association, as a collection of members of the same industry cluster is that the demands and challenges of internal and external basically impossible to be faced and resolved by the bearers of a work field individually. This is why they require an organization which theoretically has an authority and power to determine the direction and policy in doing collective action, in order to protect and promote the interests of its members and the interests of customers, and the community at large.

## 3. Theoretical Framework and Hypotheses

In previous research, there is an opportunity to increase technological factor as a variable that influence the acquisition of knowledge, as well as the trust and group membership involvement. This is because nowadays sharing knowledge in the industrial cluster is not only can be done through face-to-face, but also through the use of technology. Dissemination of good information in face-to-face, or through technology is not going to happen when there is no willingness from the members of the organization. The members who have a willingness to share information, generally have the expertise and 'know-how' that felt relevant to be shared with the other members, and in return will share information that will bring knowledge and changes as a result of learning process, work, interact and so on. Skills and knowledge will refer to data and information that is synthesized in the mind of a person and may be applied in practice in real life (Rafaeli & Raban, 2005). Willingness to share for expertise and information are also highly depended on the system, which is based on psychological and social influences.

As highlighted earlier, the potential benefits of involvement in an industry cluster, are showed as efforts that direct to build trust and acquire knowledge, is likely to play a role that allows the company to remain competitive. While the other literature has also proposed, cluster membership value is useful to improve organizational performance and innovation (eg Miles et al., 2000; Niu et al., 2008). To further simplify the framework described above, the following will be described schematically in the following figure:

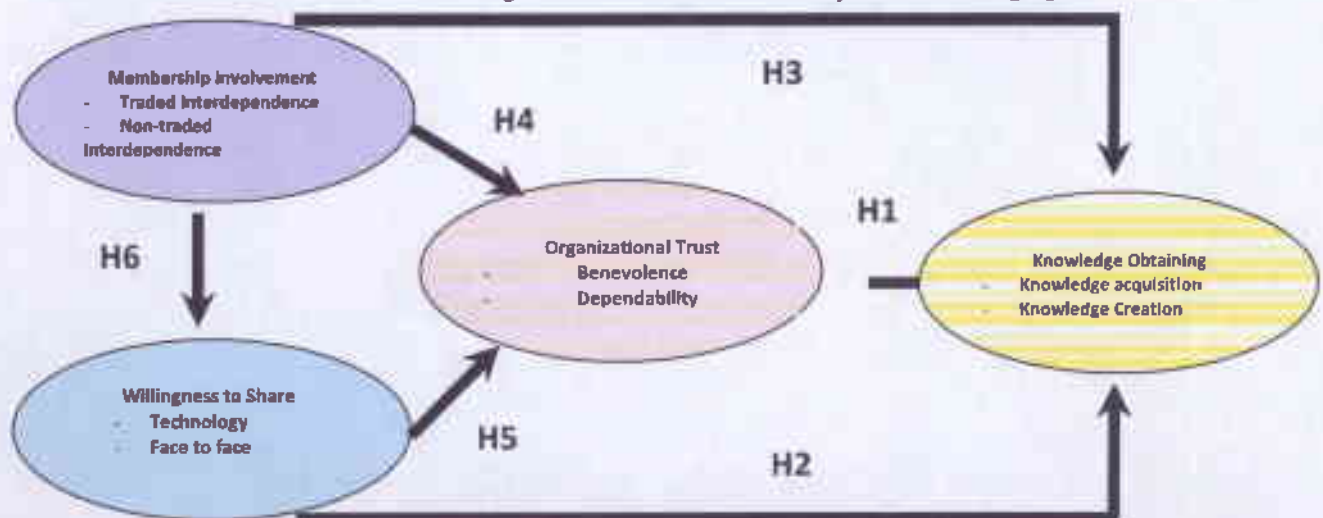


Figure 2. Research Conceptual Framework

The hypotheses that are being constructed are:

- H1.** Increasing of Organizational Trust within the group will be able to enhance Knowledge Obtaining
- H2.** Increasing of Willingness to Share in the group will be able to enhance Knowledge Obtaining
- H3.** Increasing of Membership Involvement in the group will be able to enhance Knowledge Obtaining
- H4.** Increasing of Membership Involvement in the group will be able to enhance Knowledge Obtaining through Organizational Trust.
- H5.** Increasing of Willingness to Share in the group will be able to enhance Knowledge Obtaining through Organizational Trust.
- H6.** Increasing Membership Involvement in the group will be able to enhance Knowledge Obtaining through Willingness to Share.

## 4. Methodology

This study uses a survey research method to measure and to analyze the influence of Organizational Trust in group towards Knowledge Obtaining, Willingness to Share in group towards Knowledge Obtaining, Membership Involvement in group towards Knowledge Obtaining; Membership Involvement in group towards Knowledge Obtaining through Organizational Trust; Willingness to Share in group towards Knowledge Obtaining through Organizational Trust; Membership Involvement in group towards Knowledge Obtaining through Willingness to Share in East Java Health Industrial Cluster. A questionnaire based on the appropriate literatures was developed, and have tested the validity and reliability prior to hypothesis testing. This study uses positivist approach with Structure Equation Model (SEM), which is supported by interpretive analysis that is in-depth systematic analysis of the meaning of social action, in order to gain an understanding to support the quantitative analysis

### 4.1 Population And Sample

The research took place in East Java, Indonesia, where the presence of the health care industry cluster association members is located. The target population in this study is the health industry cluster, the hospitals with the association organization is PERSI (Indonesian Hospital Association) amounted to 188 hospitals, medical equipment and laboratory device manufacture associations GAKESLAB (Health and Laboratory Device Manufacture Association) amounted to 93 companies, and pharmaceutical companies association with GP FARMASI (Indonesian Pharmaceutical Companies Association) amounted to 127 companies in East Java.

The samples in this study were part of health industry cluster, which are hospitals those are PERSI association members (Indonesian Hospital Association), medical equipment and laboratory device companies those are GAKESLAB association members (Health and Laboratory Device Manufacture Association), as well as the pharmaceutical companies those are GP FARMASI association members (Indonesian Pharmaceutical Companies Association) in East Java, Indonesia. Respondents were middle / top manager / owner of the company that is also a member of the association.

The sampling method was multi stage random sampling ie sampling techniques through several stages (Sigit, 2002). Some of the steps being taken in this study are from many industrial clusters (organizational associations) in Indonesia or in East Java, was chosen health industry cluster because East Java budget showed that the health industry cluster got the highest priority and target in the 2011 budget. In the health industry cluster was selected 3 (three) major clusters as a large group of players, ie hospitals, pharmaceutical companies and medical equipment and laboratory device companies. And in this study used 133 respondents for the 3 groups, with the detail as much as 46% hospitals (PERSI members) or 61 hospitals, a group company of medical equipment and laboratory device as much as 23%, or 31 companies and a group of pharmaceutical companies as much as 31%, or 41 respondents.

### 4.2 Measurement

For all measurements included in the hypothesis, respondents were asked to respond to statements by indicating the degree to which the statement characterized their firm using a five point Likert scale. Exploratory factor analysis was performed to ensure the integrity of the newly created questionnaire. As was expected, the result suggested two indicators for organizational trust, two indicators for willingness to share, two indicators for membership involvement, and two indicators for knowledge obtaining. Here is the average value of organizational trust, willingness to share, membership involvement, and knowledge obtaining on each of the indicators:

**Table 1. Descriptive Statistic Results**

Variable	Dimension	PERSI	GP Farmasi	GAKESLAB	All
Organizational Trust	Benevolence	3,56	3,55	3,38	3,55
	Dependability	3,02	2,95	2,53	2,89
Willingness to Share	Technology	3,33	3,00	2,90	3,13
	Face to Face	3,44	3,05	2,94	3,20
Membership Involvement	Traded	3,27	3,38	2,92	3,22
	Non Traded	3,11	3,14	2,81	3,05
Knowledge Obtaining	Knowledge Acquisition	3,29	3,40	2,91	3,24
	Knowledge Creation	3,30	3,34	2,78	3,19

From validity and reliability test that have been done, all the items are good benevolence, dependability, technology, face to face, traded, non-traded, acquisition, and creation is valid and reliable. Similarly to the evaluation of univariate and multivariate normality, outliers evaluation, evaluation of goodness of fit index, confirmatory analysis by using the goodness of fit index, independent evaluation indicators on each construct, unidimensionality test on each construct, and reliability test on construct all are good, significant, and reliable.

## 5. Results

The sixth hypothesis test results across groups using the structural equation model can be seen in Table 5:

Analysis and discussion of Hypothesis 1: Increasing of Organizational Trust within the group will be able to enhance Knowledge Obtaining.

From the data processed for testing Hypothesis 1 showed that Organizational Trust in the group had no significant influence on Knowledge Obtaining. It is known that Organizational Trust in the group does not directly affect Knowledge Obtaining, both in the group as a whole, the PERSI, and GP FARMASI, whereas in the Gakeslab group increasing of Organizational Trust has a significant effect on the Knowledge Obtaining. Therefore, for the overall members of health industry cluster group can be said that increasing of Organizational Trust in the group was not able to improve significantly the acquisition of knowledge or Knowledge Obtaining.

Analysis and discussion of Hypothesis 2: Increasing of Willingness to Share in the group will be able to enhance Knowledge Obtaining. From the data processed for testing Hypothesis 2 showed that Willingness to Share in the group had no significant influence on Knowledge Obtaining.

**Table 2. Hypothesis Test Results**

Test Results					All Members	
Each Member						
PERSI						
Hip	Influence	Koef	C.R.	Note		
H1	Organizational Trust (Z2)→ Knowledge Obtaining (Y)	,120	,421	Not Significant		
H2	Willingness to Share (X)→ Knowledge Obtaining (Y)	,348	1,619	Not Significant		
H3	Membership Involvement (Z1)→ Knowledge Obtaining (Y)	,482	2,556	Significant		
H4	Membership Involvement (Z1)→ Organizational Trust (Z2)	,444	2,543	Significant		
H5	Willingness to Share (X)→ Organizational Trust (Z2)	,534	3,036	Significant		
H6	Membership Involvement	,897	9,436	Significant		



	(Z1)→ Willingness to Share (X)								
GP FARMASI					All				
Hip	Influence	Koef	C.R.	Note	Hip	Influence	Koef	C.R.	Note
H1	Organizational Trust (Z2)→ Knowledge Obtaining (Y)	,132	,254	Not Significant	H1	Organizational Trust (Z2)→ Knowledge Obtaining (Y)	,258	1,630	Not Significant
H2	Willingness to Share (X)→ Knowledge Obtaining (Y)	,811	,353	Not Significant	H2	Willingness to Share (X)→ Knowledge Obtaining (Y)	,062	,448	Not Significant
H3	Membership Involvement (Z1)→ Knowledge Obtaining (Y)	,065	,039	Not Significant	H3	Membership Involvement (Z1)→ Knowledge Obtaining (Y)	,453	1,662	Not Significant
H4	Membership Involvement (Z1)→ Organizational Trust (Z2)	,917	2,539	Significant	H4	Membership Involvement (Z1)→ Organizational Trust (Z2)	,720	5,365	Significant
H5	Willingness to Share (X)→ Organizational Trust (Z2)	,122	,212	Not Significant	H5	Willingness to Share (X)→ Organizational Trust (Z2)	,555	1,977	Significant
H6	Membership Involvement (Z1)→ Willingness to Share (X)	,937	5,548	Significant	H6	Membership Involvement (Z1)→ Willingness to Share (X)	,886	14,257	Significant
GAKESLAB									
Hip	Influence	Koef	C.R.	Note					
H1	Organizational Trust (Z2)→ Knowledge Obtaining (Y)	,831	3,66	Significant					
H2	Willingness to Share (X)→ Knowledge Obtaining (Y)	,139	,374	Not Significant					
H3	Membership Involvement (Z1)→ Knowledge Obtaining (Y)	,454	2,868	Significant					
H4	Membership Involvement (Z1)→ Organizational Trust (Z2)	,964	4,727	Significant					
H5	Willingness to Share (X)→ Organizational Trust (Z2)	,124	,261	Not Significant					
H6	Membership Involvement (Z1)→ Willingness to Share (X)	,969	9,765	Significant					

Source: Processed research results.

Then qualitative information got through dept interview as stated in table 3.

**Table 3. Qualitative Information Summary**

Source	PERSI	GP FARMASI	GAKESLAB
Informan	3. Social and profit orientation is done on the same time.	3. Profit Orientation 2. Technology as its competitive advantage	3. Tough competition 3. Tender problem
	3. Relation between members is very good, good collegiality. Outside PERSI the relations are networking and collegiality. 4. Eager to receive benchmarking study, etc. 4. Many knowledge are acquired because of to be PERSI member.	4. Knowledge, R&D orientation 3. Association do Intensive meeting for association members.	1. Need each other 1. Many customer try to find a rare products, so the members are depended each other.
	3. Hospital is rare to take innitiative to share the owned knowledge to other hospitals. There is a feeling of not keen, worried to be regarded as arrogant, and there is the feeling of seniority.	3. Involvement in group and in company is two different things.	3. Involvement in business is rare, more involved in the area of government regulation, etc.

Note:

1. = Organizational Trust
2. = Willingness to Share
3. = Membership Involvement
4. = Knowledge Obtaining

Increasing of Willingness to Share in the group is not directly able to improve the Knowledge obtaining. The willingness to share in the group had no significant influence on the knowledge acquisition for the entire group, PERSI, GP FARMASI, and Gakeslab.

Analysis and discussion of Hypothesis 3: Increasing of Membership Involvement in group will be able to enhance Knowledge Obtaining. From the processed data for testing Hypothesis 3, it is known that the involvement of members in the group had no significant influence on the acquisition of knowledge. Membership involvement do not directly affect the acquisition of knowledge, on the whole and on the GP Farmasi. Therefore, for the overall health industry cluster group members can be said that the increasing of membership involvement in the group is not able to increase significantly the acquisition of knowledge or knowledge obtaining.

Analysis and discussion of Hypothesis 4 : Increasing of Membership Involvement in group will be able to enhance Knowledge Obtaining through Organizational Trust. From the processed data for testing Hypothesis 4, it is known that the membership involvement in the group had a significant effect on organizational trust (Increasing of membership involvement in the group will be able to enhance the acquisition of knowledge through an organizational trust).

Analysis and discussion of Hypothesis 5 : Increasing of Willingness to Share in group will be able to enhance Knowledge Obtaining through Organizational Trust. From the processed data for testing Hypothesis 5, it is known that the willingness to share in the group had a significant effect on organizational trust, on the whole group or PERSI, while the willingness to share in the group did not have a significant effect on organizational trust in the GP FARMASI group and in Gakeslab group.

Analysis and discussion of Hypothesis 6 : Increasing of Membership Involvement in group will be able to enhance Knowledge Obtaining through Willingness to Share. From the processed data for testing Hypothesis 6, it is known that the membership involvement in the group had a significant effect on the willingness to share, on the whole group and in the PERSI, GP Farmasi and Gakeslab.

## 6. Discussion

Processed data for organizational trust had shown that for each factor loading values were expressed significant. This means that trust is also a social phenomenon that makes the collaboration between organizations based on the benevolence and interdependence factors, because each can rely on each other (Nooteboom, 1996). In

organizational trust, in general it appears that the weight value factor of benevolence is slightly higher than reliable interdependence, but when seen further, the industry cluster group that will contribute to this thing are hospitals, while in the health and laboratory device companies group and the pharmaceutical company, the weight factors reliable interdependence is higher in contributing than the organizational trust variable. This means that members of the hospital still has a social orientation although this has been oriented to profit, and the behavior is carried in the organizational relationship between the behaviour of the hospital.

From the data processing, it is known that companies in the health industry cluster gain organizational trust as benevolence that has been done and as good performance indicator for what has been done in the past such as product sales volume or company service continues to increase from year to year, because it won the trust of the public and the company also has competencies that are trusted by the public, such as successfully produce new products or services as the implementation of the company's knowledge. However, organizational trust is not directly related to the acquisition of knowledge, such as knowing the idea or notion of strategy that is owned by another company that has the similar service / product or also give an idea or notion of a strategy that is owned by another company that has a similar service / product. This is because of the perception that despite organizational trust that creates a togetherness between organizations, but the internal knowledge affairs that benefit the company, is still be a secret that owned by the company.

The results of this study is partially inconsistent with research results conducted by Niu (2009), which stated that organizational trust directly affects the acquisition of knowledge, in particular for the mutual interdependence because each can be reliable for the significant affect towards knowledge absorption, benevolence and mutual dependence, because each can be significantly reliable influence on the creation of knowledge, and it can happen like Vangen and Huxbam opinion, that organizational trust may not significantly affect expected results because due to various constraints, such as communication barriers, imbalance of power, lack of recognition, tenure, and the opposing views (Vangen and Huxham, 2003).

In willingness to share, both willingness to share through technology and through face to face, all are significant. So this is in line with the opinion of Dunbar (1996), that individuals within a group are often willing to share information without asking for reciprocal benefit immediately, even, some of the attributes of humanity are often attached to the act of sharing information (Dunbar, 1996).

Share occurs regularly, even spontaneously, through formal and informal channels. In general, it appears that the value of the weight factor of sharing information through technology is a bit lower than the sharing of information through face-to-face, except for the pharmaceutical company, has higher weighting factor of sharing information through technology in giving contribution to willingness to share variable. This is because the pharmaceutical companies group has feeling that sharing information through technology is more efficient, as well as because of rush, is often unable to provide an immediate response to the information requested.

The existence of different characteristics between the three groups of organizations in the health industry cluster studied, have differences in the value of the weight factor, and also the pharmaceutical companies group have willingness to share higher through technology than through face-to-face, apparently in a different test conducted do not have significant differences for all the three groups in their willingness to share.

The willingness to share that is owned by members of the health industry cluster is generally proven be significantly directly related to the acquisition of knowledge. It also appears on each member of the health industry cluster, both for the hospitals, pharmaceutical companies, and medical equipment and laboratory device companies. From the in-depth interviews interpretation results towards the members of health industry cluster, it is said that willingness to share needs a good time to bring the will into action, let's say the demand from the other party, or association of institutions. Again eastern cultural factors cause the members do not want to be perceived as an organization that was trying to assert one-self better than other organizations.

From the data processing, it is known that companies in the health industry cluster will share through such technologies in the form of utilizing online information media along with corporate partners who have a similar service / products. And the company wanted to have an online service to its customers, which is managed altogether with the corporate partners who have a similar service / products. Besides, the industry cluster group also want to discuss the program in conjunction with partner companies through the meeting, the company also has a willingness to attend the cooperation with the partners, the company with the similar services / products to actualize research and development programs, particularly with regard to products / services development that already exist, and the company also began to have meeting regularly with others (members of the association / clubs). However, the willingness to share is not directly related to the acquisition of knowledge, such as knowing the idea or notion about strategies that are owned by other companies which have similar services / products and also a kind of an idea or notion of a strategy that is owned by another company that has similar

service / product. Therefore, the opportunities presented in the Niu (2009) study, to examine the aspects that have not been studied, namely the technological aspects of the industry cluster, which in this study is included in the element of willingness to share, that was not proven significantly. Social exchange theory predicts willingness to share when linked with ordinary social exchanges will be happened based on self-interest and reciprocity.

From the interpretation of the in-depth interviews results with members of the pharmaceutical company group, it is known that the knowledge for the members of the pharmaceutical companies is very important, that it directs to product development in R & D. For the pharmaceutical company group that membership involvement in the same pharmaceutical company group with the formulation and innovation of products are two separate things.

Data processing for membership involvement showed that for each factor loading values is expressed significant. This means that members of the group are involved in the same group in the health industry cluster. And for each other there is a mutual dependence of business and non-business. On the membership involvement, in general it appears that the weight value factor for involvement in business was slightly lower than the involvement in the non-business; this is happened in all three groups of industrial clusters, in the hospital group, pharmaceutical companies group, as well as health and laboratory equipment companies group. This means that all members of the group in the health industry cluster more or like to get involved with the other group members in association for non-business rather than business matters.

From the data processing, it is known that companies in the health industry cluster feel have an involvement, in terms of business and non-business includes participation in events that organized by association. The companies form institutions and infrastructure to support for the development and shared learning, for example through communication forum, sharing for resemble experience to each other.

Acquisition of knowledge or knowledge obtaining involves two activities, namely the process of gaining knowledge and knowledge creation itself. Two fundamental decisions and actions needed to begin the process of acquiring knowledge: (1) to transfer and pass a piece of knowledge, and (2) to receive a portion of the knowledge. The process of transferring and pass knowledge between organizations devoted to those aspects related to benchmarking, communication with partners, cooperative relationship with suppliers, customer feedback, in-house experimentation, systematic process of knowledge transformation, internal knowledge generation, and R & D (Niu, 2009), but the research that has been done showed that the process is not entirely happened directly.

From the data processing, it is known, that companies in the health industry cluster groups have benefited from the involvement and cooperation made by other members in similar lines of business, namely the acquisition of knowledge. This gives an opportunity to the company to always learn to solve the problems faced, from the experience of other companies (business partner), and the collaboration that can be done by other companies as a synergistic manner to generate new knowledge faster. This condition is consistent with the opinions expressed by Larson et al (1998), that learning can be achieved by inter-company transfer of existing knowledge from one company to another.

The existence of organizational trust in the members of the group allows for openness and transparency among the group members. The effectiveness of the relationship between members of the group is determined by the transparency of each company involved mutually willing to share their knowledge. This is in line with what has been presented by Niu (2009), that trust may mediate the relationship between involvement in the cluster and the acquisition of knowledge. In the study, in the absence of trust, only the involvement in traded indicator that have influenced significantly, knowledge absorption indicator, and the non-traded involvement indicator that affect knowledge creation, after passing the trust variable, then both the business and outside the business affect both indicators for knowledge acquisition, both absorption and knowledge creation.

From the results of the data processing, it is known that for the hospital group relationship between willingness to share, organizational trust, and knowledge acquisition/knowledge obtaining is significant. It can answer a given gap from Niu (2009) research, which is to consider the aspect of willingness to share through this technology, in addition to organizational trust and knowledge acquisition/obtaining variable.

At the hospital, the willingness to share has a significant effect on the acquisition of knowledge, if it is through organizational trust. Acquisition of knowledge is, as such successfully develop products / services received by the market as a result of the hospital's ability to purchase and manage knowledge, utilize data and information obtained to complete the research and development of products / services, the process of sharing their knowledge of the hospitals that are in the shade of PERSI (through seminars, workshops, meetings, etc.) routinely and systematically facilitated by PERSI, to internalize the share knowledge gained into the hospital

internal staffs. While organizational trust that is done by hospital through benevolence and interdependence because each is reliable, such as the hospital would go to another hospital that has a similar service / product and has the competence to successfully produce a product or service as the implementation of knowledge owned by the hospital, interdependent for mutual transfer requests received from other hospitals that have a similar service / product (eg, hospitalization of patients from another hospital because hospital rooms are full, giving stock medications, blood supply, etc., when inventories in hospital are insufficient), interdependent each other to provide needed services due to lack of capacity services from other hospitals that have a similar service / product. (eg, receive CT-Scan patients from other hospitals, ambulance lease, etc.).

In addition to the results of data processing, it is shown that the direct effect of the willingness to share to knowledge acquisition is very low, so that even through organizational trust, the influence is still not significant. It is likely that the willingness to share has not yet been able to materialize into an action, but in the opinion of Husman (2001) stated that the success of knowledge transfer processes, influenced by aspects of the sender and recipient, content knowledge be shared, and the media used. In the process of knowledge transfer, the recipient knowledge, will have an increase in an owned stock knowledge without reduction of the sender savings knowledge, also available many media to be accessed (in Luciana A., 2009).

When back to the grand theory used, the social exchange theory and the social capital theory, the results of 6 hypotheses are in compliance with both the grand theory. The membership involvement of the group will create social capital for group members. Social capital is created in the network group or team. Social capital can provide a range of benefits for members of the group, such as information, influence, and control.

## 7. Limitation and Conclusion

The main contribution of this study is a coherent model of health industrial clusters, especially related to the acquisition of knowledge, how knowledge is gained between organizations because of the membership involvement, organizational trust, and willingness to share. This study was also initiated the first efforts to operationalize industry cluster from association side that is including the existence of the health industry cluster in Indonesia, and to look from the company side, which is engaged in the service, manufacturing, and distribution companies / retailers as a whole.

In addition, this study is initiated a research on organizational trust, willingness to share, and membership involvement for acquisition of knowledge/knowledge obtaining by using organizational analysis unit, especially in the health industry cluster. Limitations of this study that it is only able to be generalized for the analysis unit between organizations, especially in the organization of the health industry cluster, whereas for the individual unit of analysis, and internal group companies can not be done. In addition, this study can only be generalized in East Java, while the outside of East Java can not be generalized because of the various aspects that can influence research results.

At the end, this study brings further benefits to future researchers and practitioners, who want to implement a strategy of cooperation with other organizations and will need organizational trust and willingness to share variables, especially to acquire knowledge.

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